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Proposed programme budget for the biennium 1998-1999*

Part VIII Common support services

Section 27C
Office of Human Resources Management
(Programme 24 of the medium-term plan for the period 1998-2001)

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* The present document contains section 27C of the proposed programme budget for the biennium 1998-1999. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fifty-second Session, Supplement No. 6* (A/52/6/Rev.1).

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Section 27C
Office of Human Resources Management
(Programme 24 of the medium-term plan for the period 1998-2001)

Overview

27C.1 The General Assembly, by adoption of its resolution 49/222 A of 23 December 1994, set in motion a strategy to reform the management of the Organization's human resources (see A/C.5/49/5). Progress in strategy implementation, as reported to the General Assembly at its fifty-first session (see A/C.5/51/1), focused on improving human resources planning, recruitment, placement and promotion systems, taking into consideration equitable geographical distribution and gender balance; strengthening staff development, training and career development, and management support; and enhancing individual performance appraisal and organizational management. A revised management approach in the area of human resources management as part of changing the management culture was directed. This would include improving people management skills, facilitating action through appropriate delegation of authority within an integrated and streamlined management system, accompanied by supportive training, monitoring, audit, reporting and programme manager accountabilities *vis-à-vis* set organizational standards and agreed upon performance indicators, enhancing the work environment, improving communication and all aspects of staff-management relations, supporting staff well-being and health, and providing competitive compensation and conditions of work in sustaining the international civil service and encouraging optimum staff performance.

27C.2 While the overall structure of the Office of Human Resources Management has remained the same, comprising the Office of the Assistant Secretary-General and three divisions, strategy implementation has required a phased streamlining and rationalization of this structure and the functions of specific organizational units. It has also required an analysis of structures and resources devoted to human resources management functions throughout the Secretariat, with a view to further structure rationalization and, as appropriate, delegated authority, streamlined processes, enhanced efficiency and improved human resources management overall in support of substantive programmes. Effectiveness and shared organizational standards will develop through improvement of management reporting and direct reporting of human resources management personnel exercising delegated authority.

27C.3 Structural modifications to the Office have occurred in two main stages as follows:

(a) *Effective mid-1995*. Within the Operational Services Division, "one-stop shopping" clusters dedicated to providing integrated personnel services to departments and offices were established. Each cluster is staffed with personnel skilled in the full range of staff administration activities designed to improve human resources management support and services provided to substantive departments and offices throughout the Secretariat. Concurrently, within the Specialist Services Division, specialized support capacities were strengthened through the integration of compensation, classification, administrative law and entry examinations;

(b) *Effective March 1996*. The structure of the Office of Human Resources Management was further refined to facilitate the accomplishment of its mission as follows:

(i) The Office of the Assistant Secretary-General was strengthened and rationalized by incorporating legislative policy and legal advice to all areas of the Office on global human resources management policy and staff-management relations, and incorporating communications

within its overall human resources management coordination and staff-management relations functions, thereby encouraging better information sharing with and between staff and management. The Office maintained the functions performed by the secretariat of the appointment and promotion bodies and the Focal Point for Women in the Secretariat. To enhance their effectiveness, human resources planning, performance management, career development and staff development and training services were integrated within the Operational Services Division and the Specialist Services Division, as indicated below;

(ii) The Operational Services Division was enhanced through the addition of human resources planning and management of information services and recruitment functions previously located in the Specialist Services Division. The integration of these functions enhanced the provision of the full range of human resources management support offered by clusters to departments and offices, enabled maximum benefit from the Integrated Management Information System (IMIS), and improved the flow of information and projections required by programme managers in planning, managing and meeting their human resources needs as well as mandated requirements of legislative bodies and Member States. Clusters and staffing support work with programme managers from the planning through the recruitment, placement, promotion and separation stages resulted in increased delegation of process administration (benefits and allowances) from the Office of Human Resources Management to executive offices and divisions/services of administration and offices away from Headquarters. This will permit increased cluster support in priority human resources management areas such as managed staff assignment (mobility) and career development and counselling programmes and overall performance management;

(iii) The Specialist Services Division was enhanced through the integration of examinations, staff counselling, career development and management policy and performance management support within the Staff Development and Training Service. In so doing, the Division now provides the full gamut of policy direction and/or implementation support in these areas as well as in the areas of compensation, conditions of service, organizational structure and classification policy, and classification appeals support, as well as in administrative law, appeals litigation and disciplinary matters. The Division also maintains liaison with other organizations of the United Nations common system (through the Administrative Committee on Coordination and its Consultative Committee on Administrative Questions and the Advisory Committee on Post Adjustment Questions and before the International Civil Service Commission and the United Nations Joint Staff Pension Board) on these issues;

(iv) The Medical Services Division has been more directly focused on its medical policy and services role at Headquarters and on its expanded policy and oversight role with respect to the United Nations common system. The latter includes responsibility for some 50 United Nations medical dispensaries throughout the world, as well as peacekeeping and field missions. The Division retains responsibility for reviewing disability cases before the United Nations Joint Staff Pension Board.

27C.4 Staff and non-staff resource adjustments reflecting the restructuring are detailed under the narrative for each organizational unit and are shown in the respective tables.

27C.5 Changing the management culture and improving human resources management within the United Nations is a long-term endeavour. While progress has been achieved in implementing some aspects of the human resources management strategy, further progress and support to overall managerial reform throughout the Secretariat will require expanding the level of resources to enable the Office of Human Resources Management to pursue fuller strategy implementation while streamlining, rationalizing and improving its own work methods and the services it offers in support of departments and offices throughout the Secretariat in managing their own managerial reform and effecting the changes needed to meet the evolving needs of Member States. The strategy for providing the staff development training and learning opportunities to achieve this goal are described under subsection 27C.B.4. Maintaining staff-management communications and sustaining an effective communications and information-sharing function will be critical factors facilitating organizational and managerial reform within the Secretariat.

27C.6 In the light of indications outlined above, the estimates for 1998-1999 reflect the following elements: special funding earmarked for organization-wide training and learning requirements needed to undertake managerial change and reform and enhance organizational effectiveness; phased resource reductions in designated areas over the course of the biennium as the impact of managerial reform, including fuller delegation of authority within an integrated management system, as the worldwide and fuller implementation of IMIS global capacity materializes; enhanced coordination between the three Divisions in carrying out varied human resources management functions in order to achieve greater efficiency in funds utilization; and redeployment and provision of resources solely for Secretariat activities, including the staff-management consultative process, as well as facilities and support provided to staff representatives and the Association of Former International Civil Servants.

	Regular budget	*Extra-budgetary*
	(percentage)	
A. Executive direction and management	9.1	—
B. Programme of work		
1. Human resources planning and management of information service	5.4	—
2. Operational services	23.4	21.9
3. Specialist services	24.4	27.5
4. Training and staff development programmes	31.5	0.6
5. Medical services	6.2	50.0
Total	**100.0**	**100.0**

Table 27C.1 **Summary of requirements by component**
(Thousands of United States dollars)

(1) *Regular budget*

Component	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
A. Executive direction and management	1 299.4	2 343.1	1 585.8	67.6	3 928.9	245.8	4 174.7
B. Programme of work							
1. Human resources planning and management of information service	17 910.6	3 053.0	(733.5)	(24.0)	2 319.5	168.9	2 488.4
2. Operational services	—	9 064.9	1 006.8	11.1	10 071.2	647.5	10 718.7
3. Specialist services	8 326.6	12 459.1	(1 978.6)	(15.8)	10 480.5	669.2	11 149.7
4. Training and staff development programmes	8 138.2	10 142.8	3 466.5	34.1	13 609.3	814.7	14 424.0
5. Medical services	3 443.3	3 719.2	(1 038.3)	(27.9)	2 680.9	166.4	2 847.3
Total	**39 118.1**	**40 782.1**	**2 308.2**	**5.6**	**43 090.3**	**2 712.5**	**45 802.8**

(2) *Extrabudgetary resources*

1994-1995 expenditures	*1996-1997 estimates*	*Source of funds*	*1998-1999 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
2 399.2	2 092.1	Administrative structures	1 618.6
		(ii) Extrabudgetary activities	
		Technical cooperation reimbursement	
494.4	182.4	resources	213.3
3 372.1	1 921.5	(iii) Peacekeeping operations	2 488.5
		(b) Substantive activities	
18.9	24.0	French Language Trust Fund	28.2
99.9	109.3	Secretariat News Trust Fund	127.1
		Trust Fund for Staff Health	
4.0	14.3	Promotion	16.9
		Trust Fund for German Language	
6.0	—	Translation	—
		Trust Fund for Interest on the	
		Contributions to the United	
363.1	—	Nations Special Account	—
		Trust Fund to Support the Survey of	
		United Nations Staff on Harassment	
—	26.1	in the Workplace	—
—	—	(c) Operational projects	—
6 757.6	**4 369.7**	**Total**	**4 492.6**
45 875.7	**45 151.8**	**Total (1) and (2)**	**50 295.4**

Table 27C.2 Summary by object of expenditure

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Posts	26 264.4	27 426.6	(960.7)	(3.5)	26 465.9	1 717.2	28 183.1
Other staff costs	2 287.3	1 076.6	98.2	9.1	1 174.8	69.7	1 244.5
Consultants and experts	67.7	76.5	(16.9)	(22.0)	59.6	3.6	63.2
Travel	526.1	547.0	15.2	2.7	562.2	33.8	596.0
Contractual services	8 707.5	10 527.7	3 334.1	31.6	13 861.8	829.6	14 691.4
General operating expenses	381.7	406.6	(124.3)	(30.5)	282.3	17.9	300.2
Hospitality	—	8.2	(1.0)	(12.1)	7.2	0.4	7.6
Supplies and materials	243.6	314.6	30.2	9.5	344.8	20.6	365.4
Furniture and equipment	639.8	398.3	(66.6)	(16.7)	331.7	19.7	351.4
Total	**39 118.1**	**40 782.1**	**2 308.2**	**5.6**	**43 090.3**	**2 712.5**	**45 802.8**

(2) *Extrabudgetary resources*

1994-1995 expenditures	1996-1997 estimates	Object of expenditure	1998-1999 estimates
5 703.9	4 190.2	Posts	4 314.4
265.7	94.1	Other staff costs	110.6
—	26.1	Consultants and experts	—
3.8	—	Travel	—
722.2	22.3	Contractual services	26.7
16.6	13.4	General operating expenses	16.0
—	4.3	Supplies and materials	5.7
45.4	19.3	Furniture and equipment	19.2
6 757.6	**4 369.7**		**4 492.6**
45 875.7	**45 151.8**		**50 295.4**

Total (1) and (2)

Table 27C.3 Post requirements

Organizational unit: Office of Human Resources Management

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1996-1997	1998-1999	1996-1997	1998-1999	1996-1997	1998-1999	1996-1997	1998-1999
Professional category and above								
ASG	1	1	—	—	—	—	1	1
D-2	3	3	—	—	—	—	3	3
D-1	5	5	—	—	1	—	6	5
P-5	15	16	—	—	2	2	17	18
P-4/3	40	34	—	—	7	7	47	41
P-2/1	11	10	—	—	1	1	12	11
Total	**75**	**69**	**—**	**—**	**11**	**10**	**86**	**79**
General Service category								
Principal level	14	13	—	—	3	3	17	16
Other levels	93	83	—	—	14	12	107	95
Total	**107**	**96**	**—**	**—**	**17**	**15**	**124**	**111**
Grand total	**182**	**165**	**—**	**—**	**28[a]**	**25[b]**	**210**	**190**

[a] Posts in support of extrabudgetary administrative structures: one D-1, one P-5, one P-4, one P-2, 11 General Service (three Principal level and eight Other level); posts financed from technical cooperation reimbursement resources: one P-3; posts financed from the support account for peacekeeping operations: one P-5, four P-4, one P-3, six General Service (Other level).

[b] Posts in support of extrabudgetary administrative structures: one P-5, one P-2, nine General Service (three Principal level and six Other level); posts financed from technical cooperation reimbursement resources: one P-3; posts financed from the support account for peacekeeping operations: one P-5, five P-4, one P-3 and six General Service (Other level).

A. Executive direction and management

Table 27C.4 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Posts	1 022.2	2 101.1	1 429.6	68.0	3 530.7	222.0	3 752.7
Other staff costs	126.6	88.0	(3.6)	(4.0)	84.4	5.0	89.4
Travel	45.4	27.9	151.5	543.0	179.4	10.9	190.3
Contractual services	33.6	45.5	(4.5)	(9.8)	41.0	2.5	43.5
General operating expenses	60.0	65.1	5.3	8.1	70.4	4.3	74.7
Hospitality	—	4.9	—	—	4.9	0.3	5.2
Supplies and materials	—	—	10.0	—	10.0	0.6	10.6
Furniture and equipment	11.6	10.6	(2.5)	(23.5)	8.1	0.2	8.3
Total	**1 299.4**	**2 343.1**	**1 585.8**	**67.6**	**3 928.9**	**245.8**	**4 174.7**

(2) *Extrabudgetary resources*

1994-1995 expenditures	*1996-1997 estimates*	*Source of funds*	*1998-1999 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
157.1	371.4	Administrative structures	—
		(ii) Extrabudgetary activities	
306.2	—	Technical cooperation reimbursement resources	—
26.0	—	Peacekeeping operations	—
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
489.3	**371.4**		**—**
1 788.7	**2 714.5**		**4 174.7**

Table 27C.5 Post requirements

Organizational unit: Office of the Assistant Secretary-General

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1996-1997	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*
Professional category and above								
ASG	1	1	—	—	—	—	1	1
D-1	—	—	—	—	1	—	1	—
P-5	2	2	—	—	—	—	2	2
P-4/3	2	5	—	—	—	—	2	5
Total	**5**	**8**	**—**	**—**	**1**	**—**	**6**	**8**
General Service category								
Principal level	1	3	—	—	—	—	1	3
Other level	6	11	—	—	1	—	7	11
Total	**7**	**14**	**—**	**—**	**1**	**—**	**8**	**14**
Grand total	**12**	**22**	**—**	**—**	**2[a]**	**—**	**14**	**22**

[a] Posts financed from support to extrabudgetary administrative structures for the Office of the Focal Point for Women redeployed to the Office of the Special Adviser to the Secretary-General on Gender Issues and Advancement of Women.

27C.7 The Assistant Secretary-General for Human Resources Management provides overall direction and coordination of the programmes implemented by the Office for Human Resources Management, as incorporated within the 1994 strategy and its 1996 update. This is done in furtherance of the main objectives of the human resources management programme, which is to plan, attract, develop and retain the competent and productive work force required by the United Nations in order to fulfil its responsibilities under the Charter, while contributing to organizational and managerial reform and performance. In carrying out these activities, the Assistant Secretary-General maintains liaison with representatives of Member States and represents the Secretary-General on human resources management issues before the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the International Civil Service Commission, the Consultative Committee on Administrative Questions and the United Nations Joint Staff Pension Board and Pension Committee, and represents the Secretary-General, as appropriate, in staff-management consultations. The Assistant Secretary-General maintains liaison with the Board of Trustees of the United Nations International School. The Assistant Secretary-General is supported by a small staffing complement in his immediate office which assists him in the day-to-day management of the Office and coordinates work on substantive matters.

27C.8 Over the course of time, the Office of Human Resources Management has assumed responsibility for a number of Secretariat activities. These include staffing of the secretariat of the Staff-Management Coordination Committee and provision of operational requirements, as well as funding for the travel of staff and management participants in the Committee; non-staff support to the New York Staff Union and the secretariat of the Coordinating Committee for International Staff Unions and Associations of the United Nations System; support staff to the Board of Trustees of the United Nations International School; and practical support to the Association of Former International Civil Servants.

27C.9 Resources required have basically been met from provisions made for the Office of Human Resources Management. The post for the Secretary of the Staff-Management Coordination Committee and the New York Joint Advisory Committee is currently provided from the Executive Office of the Secretary-General. Budgetary constraints applied in the prior and current bienniums have reduced resources for some of the activities, and the shortfall has had to be met by the Office of Human Resources Management, in addition to its regular programme of activities. Affected most were secretariat services to the formal staff-management machinery, the Staff-Management Coordination Committee and the New York Joint Advisory

Committee, which have caused delays in both regular human resources management programme activities and coordination and follow-up action at the global and local staff-management consultative levels.

27C.10 To mitigate the impact on the Office's programme delivery and to enhance budgetary transparency, resources required for such activities are segregated in the programme budget proposals for the biennium 1998-1999 but for presentation purposes they are included under this heading. Accordingly, activities to be undertaken can be summarized as follows:

1. Parliamentary services

(a) *Parliamentary documentation*. Preparation of status report on the implementation of the strategy for the management of the Organization's human resources; preparation or coordination of reports on the full range of human resources management issues;

(b) *Substantive services*. Participation in the deliberations of the main committees and subsidiary bodies (Committee for Programme and Coordination) and expert bodies (Advisory Committee on Administrative and Budgetary Questions) of the General Assembly on matters pertaining to human resources management.

2. Executive direction and management

During the biennium 1998-1999 the Assistant Secretary-General for Human Resources Management will direct the focus of the Office on furthering implementation of the human resources management strategy, including active support for the Secretary-General's commitment to decentralization, delegation of authority, performance and managerial accountability. There will be particular emphasis on strengthened planning and recruitment systems and methods, taking full account of the principle of equitable geographical distribution and gender balance; staff learning, training and career development; managed staff reassignment programmes; established managerial competencies; support to organizational and managerial reform; improved work environment and managerial practices; and better technical human resources management services and support to departments and offices. This will be accomplished while furthering the Office's own programme of managerial reform and efficiency, through appropriately enhanced delegation of authority within a globally integrated management system, strengthened communications with staff and management throughout the Secretariat, and development of new policies and practices to reflect organizational evolution and ensure good governance in personnel matters.

Over the course of the biennium 1996-1997, the structure of the Office of the Assistant Secretary-General has been streamlined and has given sharper focus to policy direction and coordination. The Training Service has been merged with career development and performance management capacity and integrated within the Specialist Services Division along with the Examinations Service. The human resources planning capacity was merged with the human resources management information system element of IMIS and with staffing (recruitment) within the Operational Services Division.

3. Policy coordination and development

The policy coordination and direction role of the Office of the Assistant Secretary-General was strengthened through the addition of the Rules and Regulations Section, which provides human resources management legal support and advice. The Section also continuously reviews the Staff Regulations and Staff Rules to ensure consistency with General Assembly mandates and administrative issuances, and proposes revisions with a view to ensuring consistency of approach, standardization of application and simplification of processes. Developmental policy work and implementation will continue in such areas as quality of work life.

4. Human resources management coordination, communications and staff-management relations

The human resources management coordination, communications and staff-management relations office provides support to the Assistant Secretary-General in the conduct of staff-management relations, communication between management representatives and communication between staff and management representatives throughout the Secretariat and the development and oversight of effective implementation of policy in such areas as HIV/AIDS in the workplace and harassment, including

sexual harassment, in the workplace. In the area of staff-management relations, the objective will be to encourage productive staff-management consultations that facilitate organizational reform and efficiency. This role was strengthened through the integration of the *Secretariat News*, Staff Activities and Housing Unit. Publications include the *Secretariat News*, *Personnel Briefs* and *INFOSTAFF* (an electronic bulletin board).

5. Support to Secretariat activities

The Office of Human Resources Management has responsibility for a number of Secretariat activities, including staffing of the secretariat of the Staff-Management Coordination Committee, and provision of operational requirements, as well as funding for the travel of staff and management participants in the Committee; and non-staff support to the New York Staff Union and secretariat of the Coordinating Committee for Independent Staff Unions and Associations of the United Nations System; support staff to the Board of Trustees of the United Nations International School; and practical support to the Association of Former International Civil Servants. Liaison with the Board of Trustees of the United Nations International School was transferred from the Medical Services Division to the Office of the Assistant Secretary-General in view of the need for an organization-wide coordinating role. As indicated in paragraph 27C.10, it is proposed to segregate resources for such activities with effect from the biennium 1998-1999, but they are included under this subsection for presentation purposes.

Resource requirements (at current rates)

Posts

27C.11 The proposed staffing table of the Office of the Assistant Secretary-General consists of eight Professional and higher-level posts and 14 General Service posts as shown in table 27C.5 above. The level of staffing reflects further restructuring of the Office of Human Resources Management in 1996. The changes in the posts authorized for the biennium 1996-1997 and the proposals for the biennium 1998-1999 are as follows: (a) placement of the Rules and Regulations Section and the *Secretariat News* within the Office of the Assistant Secretary-General, hence, redeployment of their related posts (three General Service: two Principal level and six Other level) from the Specialist Services Division and the Medical Services Division; (b) abolition of three General Service (Other level) posts; and (c) redeployment of two P-4 posts from the Specialist Services Division.

27C.12 Provision is also made under this subsection for a number of Secretariat activities, including the secretariat of the Staff-Management Coordination Committee, the Board of Trustees of the United Nations International School and the Association of Former International Civil Servants. Instead of meeting such requirements through ad hoc arrangements, they will be met through the redeployment of one P-4 post from the Executive Office of the Secretary-General, one General Service (Other level) post from the Medical Services Division and one General Service (Other level) post from the Specialist Services Division.

27C.13 The resource growth of $1,429,600 reflects the combined effect of the application of new standardized vacancy rates, the redeployment of 13 posts and the abolition of three posts.

Other staff costs

27C.14 Under other staff costs, the resources of $84,400 requested would cover general temporary assistance ($80,500) and overtime ($3,900) requirements during the fifty-third and fifty-fourth sessions of the General Assembly. As indicated in paragraph 1.5 of the proposed programme budget for the biennium 1998-1999 (see A/52/6 (sect. 1)), provisions for certain direct costs related to sessions of the General Assembly, hitherto requested under section 1, are now reflected under the respective sections responsible for the activities.

Travel

27C.15 A provision of $179,400, reflecting an increase of $151,500, would cover (a) attendance by the Assistant Secretary-General or his designated representatives at sessions of the Consultative Committee on Administrative Questions and the International Civil Service Commission and visits to offices away from Headquarters to offer periodic guidance on human resources management operational issues and policy

($27,900) and (b) requirements for the travel of management and staff participants to the Staff-Management Coordination Committee ($151,500). The resource growth of $151,500 is attributable to the latter requirements and would be met in part through redeployment of related resources from the Operational Services Division.

Contractual services

27C.16 A provision of $41,000, reflecting a decrease of $4,500, would cover external printing of forms and stationery used by the Office of the Assistant Secretary-General.

General operating expenses

27C.17 Estimated requirements of $70,400, reflecting an increase of $5,300, relate to communications costs of the Office as a whole ($50,200) and provision for the communications needs of the New York Staff Union and the secretariats of the Coordinating Committee for Independent Staff Unions and Associations of the United Nations System, the Staff-Management Coordination Committee and the Association of Former International Civil Servants ($20,200).

Hospitality

27C.18 A provision of $4,900 is requested to reimburse staff members not entitled to representation allowance for hospitality extended during sessions of the General Assembly, the inter-agency subsidiary bodies and the Staff-Management Coordination Committee.

Supplies and materials

27C.19 A new provision of $10,000 is requested under this heading for the purchase of specialized supplies.

Furniture and equipment

27C.20 A provision of $8,100 relates to the replacement of office automation equipment.

B. Programme of work

1. Human resources planning and management of information service

Table 27C.6 Summary by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Posts	15 629.3	2 875.6	(1 003.0)	(34.8)	1 872.6	142.9	2 015.5
Other staff costs	1 107.7	84.4	283.7	336.1	368.1	21.2	389.3
Travel	230.6	—	—	—	—	—	—
Contractual services	488.2	—	—	—	—	—	—
General operating expenses	169.5	66.3	(7.0)	(10.5)	59.3	3.6	62.9
Supplies and materials	42.1	5.7	(2.2)	(38.5)	3.5	0.3	3.8
Furniture and equipment	243.2	21.0	(5.0)	(23.8)	16.0	0.9	16.9
Total	**17 910.6**	**3 053.0**	**(733.5)**	**(24.0)**	**2 319.5**	**168.9**	**2 488.4**

Table 27C.7 Post requirements

Organizational unit: Human Resources Planning and Management of Information Service

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1996-1997	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*
Professional category and above								
D-1	1	1	—	—	—	—	1	1
P-5	2	1	—	—	—	—	2	1
P-4/3	3	1	—	—	—	—	3	1
P-2/1	—	1	—	—	—	—	—	1
Total	**6**	**4**	**—**	**—**	**—**	**—**	**6**	**4**
General Service category								
Principal level	1	—	—	—	—	—	1	—
Other level	13	10	—	—	—	—	13	10
Total	**14**	**10**	**—**	**—**	**—**	**—**	**14**	**10**
Grand total	**20**	**14**	**—**	**—**	**—**	**—**	**20**	**14**

27C.21 The General Assembly, in its resolution 49/222, approved the establishment of a planning unit within the Office of Human Resources Management and requested the Secretary-General to submit a comprehensive proposal for the continued funding of the unit in the context of the programme budget for the biennium 1996-1997. The General Assembly approved the Secretary-General's proposals and the Planning and Development Service operated, initially in 1996, under the immediate supervision of the Assistant Secretary-General for Human Resources Management.

27C.22 To enhance its effectiveness, it was decided in the context of further reorganization of the Office in 1996, that those functions of the Planning and Development Service related to human resources planning, performance management, career development and staff development and training services should be

integrated within the Operational Services Division and the Specialist Services Division. The aspects of the work thus transferred to the Operational Services Division are provided for under this subsection and would be implemented by the renamed Human Resources Planning and Management of Information Service. The career management and performance management functions have been transferred to the Specialist Services Division. The integration of these functions continues to enable maximum benefit to be derived from IMIS, and to improve the flow of information and projections required by programme managers in planning, managing and meeting their human resources needs and those of the legislative bodies and Member States, as well as for the development of new functionalities using the data available from IMIS, such as succession planning systems, skills inventories and career systems.

Activities

27C.23 During the biennium 1998-1999, the following activities will be undertaken:

1. Parliamentary services

Parliamentary documentation. Annual reports to the General Assembly on the composition of the Secretariat, as well as reports to the Assembly on the implementation of the strategy for human resources management and the introduction of proposed new or amended policies and practices.

2. Administrative support services

Human resources management

(a) *Planning and development*

(i) Development and implementation of mechanisms to systematically identify and forecast staffing needs in the Secretariat, including succession planning for selected key posts;

(ii) Development of improved standards for the recruitment and promotion of staff, such as definition of managerial and functional competencies;

(iii) Implementation of the enhanced attrition/voluntary separation programme and development of proposals for the longer-term management of staff separation and retention programmes, including the future use of agreed separation arrangements;

(iv) Gathering and analysis of data in the monitoring and evaluation of the delegation of authority to programme managers for selected personnel matters with a view to identifying areas where authority could be further delegated within the safeguards of managerial accountability and monitoring and audit by the Office of Human Resources Management;

(b) *Maintenance and development of data systems*

(i) Liaison with the IMIS team regarding the human resources management components of IMIS and identification and design of further enhancements to IMIS;

(ii) Design of computer applications in support of human resources planning and development of systems for further automation of human resources management processes;

(iii) Provision of the IMIS help desk function to all offices at Headquarters, including advisory services to staff in executive offices and divisions of administration in offices away from Headquarters with respect to operations of the personnel functionalities within IMIS.

Resource requirements (at current rates)

Posts

27C.24 The resources of $1,872,600 would cover the cost of posts indicated in table 27C.7. Included in the estimates are proposals for the reclassification of a Human Resources Information Officer from the General Service (Principal level) to P-2 consistent with the level of responsibilities of the post, the abolition of a P-4 post and the outward redeployment of five posts from the Service (one P-5, one P-4 and three General Service (Other level)) to the Specialist Services Division.

27C.25 The reduction of $1,003,000 reflects the combined effect of the application of standardized vacancy rates and one reclassification, five outward redeployments and one abolition as proposed above.

Other staff costs

27C.26 A provision of $368,100, reflecting an increase of $283,700, relates to general temporary assistance ($361,200) to cover temporary needs of the Service in maintaining in parallel traditional paper-based personnel records and the worldwide operation and integration of IMIS personnel functionalities within human resources management, and overtime ($6,900) to cover requirements during peak workload periods.

General operating expenses

27C.27 Requirements of $59,300 relate to the Service's share of maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services.

Supplies and materials

27C.28 A provision of $3,500 relates to requirements for office automation supplies for the Service.

Furniture and equipment

27C.29 Estimated provisions of $16,000 would cover the cost of replacement of office automation equipment.

2. Operational services

Table 27C.8 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Posts	—	8 500.6	1 135.5	13.3	9 636.1	621.4	10 257.5
Other staff costs	—	121.0	(18.1)	(14.9)	102.9	6.2	109.1
Travel	—	273.1	(199.0)	(72.8)	74.1	4.6	78.7
Contractual services	—	98.5	113.0	114.7	211.5	12.4	223.9
General operating expenses	—	50.0	(21.9)	(43.8)	28.1	1.8	29.9
Supplies and materials	—	11.6	—	—	11.6	0.7	12.3
Furniture and equipment	—	10.1	(3.2)	(31.6)	6.9	0.4	7.3
Total	**—**	**9 064.9**	**1 006.3**	**11.1**	**10 071.2**	**647.5**	**10 718.7**

(2) *Extrabudgetary resources*

1994-1995 expenditures	1996-1997 estimates	Source of funds	1998-1999 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
139.2	146.4	Administrative structures	171.9
		(ii) Extrabudgetary activities	
188.2	—	Technical cooperation reimbursement resources	—
1 104.5	702.1	Peacekeeping operations	813.7
		(b) Substantive activities	
		Trust Fund to Support the Survey of United Nations Staff on Harassment	
—	26.1	in the Workplace	—
—	—	(c) Operational projects	—
1 431.9	**874.6**	**Total**	**985.6**
1 431.9	**9 939.5**	**Total (1) and (2)**	**11 704.3**

Table 27C.9 **Post requirements**

Organizational unit: Operational Services Division

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1996-1997	1998-1999	1996-1997	1998-1999	1996-1997	1998-1999	1996-1997	1998-1999
Professional category and above								
D-2	1	1	—	—	—	—	1	1
D-1	1	1	—	—	—	—	1	1
P-5	5	6	—	—	—	—	5	6
P-4/3	13	15	—	—	2	2	15	17
P-2/1	4	2	—	—	1	1	5	3
Total	**24**	**25**	**—**	**—**	**3**	**3**	**27**	**28**
General Service category								
Principal level	5	5	—	—	—	—	5	5
Other level	25	28	—	—	3	3	28	31
Total	**30**	**33**	**—**	**—**	**3**	**3**	**33**	**36**
Grand total	**54**	**58**	**—**	**—**	**6[a]**	**6[b]**	**60**	**64**

[a] Posts in support of extrabudgetary administrative structures (one P-2); support account for peacekeeping operations (one P-4, one P-3 and three General Service (Other level)).

[b] Posts in support of extrabudgetary administrative structures (one P-2); support account for peacekeeping operations (one P-4, one P-3 and three General Service (Other level)).

27C.30 As envisaged in the strategy for improving the management of the Organization's human resources, the Operational Services Division was reorganized in September 1995 to provide "one-stop shopping" support to departments and offices throughout the Secretariat. The goal was to enable the Division to provide more responsive human resources management, planning and staffing as well as staff and benefits administration support to all concerned. The Division comprises three main areas: the clusters or service units; the Human Resources Planning and Management of Information Service (provided for separately under subsection 27C.B.1); and the Staffing Support Section (recruitment).

27C.31 The Human Resources Planning and Management of Information Service, formerly the Planning and Information Section, organizationally placed under the Office of the Assistant-Secretary-General initially in 1996, was transferred to the Operational Services Division. The related resources are provided for under subsection 27C.B.1. The former Staffing Support Section was also transferred from the Specialist Services Division to the Operational Services Division and, concurrently, the Compensation and Classification Service was transferred to the Specialist Services Division.

27C.32 For those departments and offices that hold delegated authority, direct responsibility and accountability with respect to certain human resources management and staff/benefits administration functions, the clusters will provide policy guidance, oversight, monitoring and audit services with a view to ensuring that human resources management policies and rules are applied accurately, consistently and transparently in accordance with General Assembly mandates and guidelines. During the course of 1996-1997, this has been the case with the United Nations Office at Geneva, the United Nations Office at Vienna and the Field Administration and Logistics Division of the Department of Peacekeeping Operations. Similar arrangements apply to the Office of Internal Oversight Services, in accordance with the Office's mandate set by General Assembly resolution 48/218 B of 29 July 1994.

27C.33 For those departments and offices that hold only limited delegated authority in staff administration and benefits processing, the service cluster provides the full range of integrated services, including selecting and presenting candidates for appointment, placement and promotion; vacancy management; administrative actions; calculation and monitoring of benefits; individual post classification; and performance management as well as career management and development counselling.

27C.34 During the biennium 1998-1999, a further streamlining and simplification of processes and delegation of authority to departmental/office executive offices and divisions of administration at offices away from Headquarters is planned. Such delegation of authority will require, as a first step, building on the experience with the existing delegation of authority and guidance received from the General Assembly and ascertaining that the recipients of the delegated authority are equipped and ready to take on the additional responsibility; analysis and simplification of existing benefits and entitlements processing; establishment of clear and consistent parameters and conditions under which the authority is delegated; establishment of clear responsibilities and lines of accountability against which to measure and evaluate the delegation of authority; establishment of appropriate means to monitor, audit and report on the exercise of delegated authority; and establishment of appropriate means for holding managers accountable.

27C.35 The Operational Services Division will undertake a comprehensive programme of monitoring the existing and proposed delegated authority. Additionally, the Division will concentrate on implementing new policy initiatives with respect to training of executive office personnel and personnel officers located overseas; staff career development counselling functions; performance management and staff advisory services.

27C.36 In those cases where the department/office concerned has limited delegated authority in human resources management matters, the full range of functions are performed by the clusters. In those cases where delegation of authority is in place, the cluster will either perform the functions or oversee, support and monitor their performance, depending on the specific delegation of authority arrangements in place.

Activities

27C.37 During the biennium 1998-1999 the following activities will be undertaken:

1. Parliamentary services

(a) *Parliamentary documentation.* Provision of data and reports on human resources issues, including human resources planning, contractual status of personnel (ratios of career and fixed-term appointments), voluntary separation programmes, hiring of retirees, use of consultants and gender balance;

(b) *Substantive services.* Participation in the deliberations of the Fifth Committee of the General Assembly on matters related to human resources planning, recruitment and staff administration.

2. *Administrative support services*

(a) *Vacancy management*

(i) Information gathering on projected staff movements or programmatic changes for the offices served by the various clusters, with the assistance of IMIS;

(ii) Identifying short-term staffing and skills needed for the offices served by the various clusters;

(iii) Issuance of vacancy notices and bulletins for specific vacancies;

(iv) Interviews and screening of external candidates and staff for the filling of vacancies;

(b) *Recruitment, placement and promotion of Professional staff*

(i) Long-term recruitment of approximately 200 Professional staff per year for posts subject to geographical distribution; preparation of internal and external vacancy announcements and advertisements; submission of lists of qualified candidates to departments; interviews of candidates in cooperation with departments; presentation of the recommendation for recruitment of candidates to the appointment and promotion bodies; requests for government releases and visas; and arrangement of travel when appropriate;

(ii) Short-term recruitment of approximately 1,500 staff per year for short-term and conference requirements;

(iii) Recruitment of approximately 350 staff per year for humanitarian missions;

(iv) Processing of approximately 1,000 special service agreements for consultants and individual contractors annually;

(v) Placement and promotion of approximately 250 Professional staff annually;

(c) *Recruitment and placement of General Service and other categories of staff*

(i) Acknowledgement and evaluation of approximately 10,000 applications per year;

(ii) Issuance of vacancy notices as required;

(iii) Communications with prospective candidates: 6,000 letters and 25,000 telephone inquiries each year concerning employment opportunities for General Service and other categories at Headquarters;

(iv) Short-term recruitment of approximately 750 General Service and related staff at Headquarters each year for conferences and other short-term service;

(v) Recruitment of approximately 40 support staff each year for United Nations information centres;

(vi) Placement of approximately 300 staff members each year;

(d) *Staff administration*

(i) Application of United Nations Staff Regulations and Staff Rules and other administrative issuances to individual cases, ensuring consistent treatment of staff members;

(ii) Administration of staff in accordance with the United Nations Staff Regulations and Staff Rules:

a. Initial offers of appointment (approximately 2,500 per year) and issuance of approximately 9,000 extensions of appointment per year of staff at Headquarters and United Nations information centres;

b. Review of contractual status of approximately 40 Professional staff on a Secretariat-wide basis for conversion to career appointment for National Competitive Examination candidates;

c. As appropriate under decisions of and guidance provided by the General Assembly, review of the contractual status of approximately 700 staff in the General Service and related categories for conversion to career appointment;

d. Counselling for career growth within the Secretariat;

e. Counselling on personnel problems, compliance with the code of conduct for international civil servants and addressing indebtedness in consultation with the Staff Counsellor's Office;

f. Application of approximately 9,000 individual cases per year of the Staff Regulations and Staff Rules;

g. Advice to management and staff on all aspects of human resources management policies and staff administration;

h. Participation in the activities of joint staff-management bodies on personnel policies and staff welfare, early identification of potential problems between management and staff and contributions to their resolution;

i. Service as *ex-officio* member of the appointment and promotion bodies for appointment, placement, promotion, conversion to career appointment and termination for unsatisfactory service;

j. Participation in departmental placement and promotion panels, as required;

k. Participation in Office of Human Resources Management and Secretariat working groups at Headquarters;

(iii) Monitoring of the administration of benefits and allowances of some 7,000 staff, in accordance with the Staff Regulations and Staff Rules, carried out under the authority to be delegated to executive offices;

(iv) Contribution to the development and implementation of human resources management policies that will ensure a sound and coherent application of United Nations rules and norms governing personnel management. These functions will be carried out in cooperation with other services within the Office of Human Resources Management and in the light of the experiences gained in the application of current personnel policies;

(v) Participation in the continuous review of the Staff Rules in order to ensure consistency with administrative issuances; and, in the light of changes within the Secretariat, proposals for revisions to the Staff Rules with a view to standardizing approach and application, thus reducing the need to consider granting exceptions;

(vi) Continuous review of staff entitlements, with a view to simplifying processing and ensuring consistent interpretation of the Staff Rules;

(vii) Decisions on approximately 120 exceptions relating to entitlements;

(viii) Career counselling to individual staff members, and intervention, when necessary, with the department to resolve issues at an early stage and avoid unnecessary appeals;

(ix) Induction of approximately 2,500 staff at the time of appointment to advise them of the Staff Regulations and Staff Rules and what is expected of them during their service with the Organization;

(x) Review of individual classification requests for posts in the Professional category and above and in the Field Service and General Service and related categories at Headquarters and other established duty stations;

(e) *Monitoring*

(i) Monitoring of the implementation of the Staff Regulations and Staff Rules and personnel policies by departments and offices at Headquarters and offices away from Headquarters, as appropriate under the delegation of authority;

(ii) Continuous review of the mechanism for monitoring and human resources management auditing actions taken by departments and offices at Headquarters and offices away from Headquarters to which appropriate delegation of authority on personnel matters have been given, such as promotions, conversion of fixed-term appointments, special post allowances and entitlements;

(iii) Monitoring for accuracy of personnel actions processed in IMIS by the departments and offices at Headquarters (in the biennium 1996-1997);

(f) *Separation*

(i) Conduct of exit interviews with staff separating from service to determine reasons for separation and to record their experiences, with a view to improving staff relationships and policies within the Organization;

(ii) Briefing of retiring staff in coordination with the Staff Counsellor's Office;

(g) *Staffing support*

(i) Maintenance of rosters by occupational group; review and evaluation of approximately 8,000 applications and correspondence; initial screening and interviews; reference checks and verification of degrees for rosters;

(ii) Issuance of consolidated vacancy notices to replenish occupational groups;

(iii) Individual searches for qualified candidates for key positions, with particular attention to women candidates as well as candidates from unrepresented and under-represented Member States;

(iv) Provision of rosters of qualified candidates for recruitment by departments in consultation with the clusters of the Operational Services Division;

(v) Strengthening the rosters, occupational and otherwise, of external candidates in cooperation with Member States and through networking with professional associations and other institutions;

(vi) Mailing of recruitment information to women's organizations and professional associations (approximately 400 letters per year) to identify sources of qualified candidates, and updating of worldwide mailing lists (800 addresses);

(vii) Communications with prospective candidates (approximately 18,500 letters and 12,000 telephone inquiries per year on Professional employment opportunities); and official correspondence with Member States on recruitment matters (approximately 500 letters and notes verbales per year);

(viii) Special assignments and reports providing statistics and information on P-1/P-2 and P-3 vacancy situations and projections for the Central Examinations Board and for the Central Recruitment Examinations Board;

(ix) Placement of regular advertisements and special advertisements for occupational groups of posts and priority vacancies;

(x) Announcement of available vacancies via electronic media (e.g., Internet and optical disk) and electronic receipt of applications;

(xi) Conduct of recruitment campaigns and missions as required to fill vacancies and feed the rosters.

Resource requirements (at current rates)

Posts

27C.38 A staffing of 58 regular budget posts is proposed for the Operational Services Division as shown in table 27C.9. The level of staffing proposed is the net result of the following changes: (a) the inward redeployment to the Operational Services Division of one P-5, four P-3 and seven General Service (Other

level) posts and the outward redeployment of one P-2 post from the Division to the Specialist Services Division; (b) the reclassification of the post of Human Resources Officer, responsible for oversight of the placement of National Competitive Examination and G to P Examination candidates, from the P-3 to the P-4 level; and (c) the abolition of two P-3, one P-2 and three General Service (Other level) posts effective 1 January 1999 and one General Service (Other level) post effective 1 January 1998, owing to the simplification of processes, reorganization of responsibilities and streamlining of functions within the clusters, as well as expectations that personnel functions of IMIS would be fully implemented by 1999. The phased approach for the abolition of posts reflects the need to ensure that departments and offices are well prepared in handling newly delegated authority, as lines of responsibility are established and appropriate reporting, oversight and audit mechanisms are put in place to delineate clearly the central policy-setting and oversight role of the Office of Human Resources Management.

27C.39 The positive growth of $1,135,500 reflects the combined effect of the application of standardized vacancy rates and the proposals contained in paragraph 27C.38.

Other staff costs

27C.40 Total requirements of $102,900 would provide for general temporary assistance ($91,100) for additional support during peak workload periods and for replacement of staff on maternity leave, and overtime ($11,800) to cover needs with respect to peak workload periods.

Travel

27C.41 A provision of $74,100, reflecting a decrease of $199,000, would cover travel to regional commissions and other duty stations for briefings and training on human resources management policy matters and to monitor and audit the uniform application of rules and procedures under the delegation of authority to offices away from Headquarters. Travel will also be undertaken for employment interviews conducted by the Staffing Support Section and for coordination on human resources matters. The reduction reflects the redeployment of resources to the Office of the Assistant-Secretary-General to provide for travel related to attendance at meetings of the Staff-Management Coordination Committee.

Contractual services

27C.42 A provision of $211,500, reflecting an increase of $113,000, would cover costs associated with input of personnel records data into electronic form (IMIS) ($88,600) and for advertising ($122,900), the resources of which have been redeployed from the Specialist Services Division.

General operating expenses

27C.43 Total requirements of $28,100, reflecting a reduction of $21,900, relate to the rental and maintenance of office automation equipment.

Supplies and materials

27C.44 A provision of $11,600 at maintenance level is requested for office supplies and materials.

Furniture and equipment

27C.45 A provision of $6,900, reflecting a reduction of $3,200, is requested for the purchase of data-processing equipment.

3. Specialist services

Table 27C.10 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Posts	6 509.4	10 745.1	(1 544.7)	(14.3)	9 200.4	591.8	9 792.2
Other staff costs	954.8	623.3	(135.2)	(21.6)	488.1	29.5	517.6
Consultants and experts	67.7	76.5	(16.9)	(22.0)	59.6	3.6	63.2
Travel	242.5	233.5	64.3	27.5	297.8	17.6	315.4
Contractual services	47.5	240.9	(240.9)	(100.0)	—	—	—
General operating expenses	124.0	194.4	(86.9)	(44.7)	107.5	7.1	114.6
Hospitality	—	3.3	(1.0)	(30.3)	2.3	0.1	2.4
Supplies and materials	31.1	35.3	24.5	69.4	59.8	3.6	63.4
Furniture and equipment	349.6	306.8	(41.8)	(13.6)	265.0	15.9	280.9
Total	**8 326.6**	**12 459.1**	**(1 978.6)**	**(15.8)**	**10 480.5**	**669.2**	**11 149.7**

(2) *Extrabudgetary resources*

1994-1995 expenditures	*1996-1997 estimates*	*Source of funds*	*1998-1999 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
471.2	320.3	Administrative structures	—
		(ii) Extrabudgetary activities	
		Technical cooperation reimbursement	
—	182.4	resources	213.3
1 354.3	646.3	Peacekeeping operations	893.6
		(b) Substantive activities	
99.9	109.3	Secretariat News Trust Fund	127.1
6.0	—	Trust Fund for German Language Translation	—
—	—	(c) Operational projects	—
1 931.4	**1 258.3**	**Total**	**1 234.0**
10 258.0	**13 717.4**	**Total (1) and (2)**	**12 383.7**

Table 27C.11 **Post requirements**

Organizational unit: Specialist Services Division

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1996-1997	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*
Professional category and above								
D-2	1	1	—	—	—	—	1	1
D-1	2	2	—	—	—	—	2	2
P-5	6	6	—	—	—	—	6	6
P-4/3	18	12	—	—	4	4	22	16
P-2/1	7	7	—	—	—	—	7	7
Total	**34**	**28**	**—**	**—**	**4**	**4**	**38**	**32**
General Service category								
Principal level	5	3	—	—	—	—	5	3
Other level	35	26	—	—	2	1	37	27
Total	**40**	**29**	**—**	**—**	**2**	**1**	**42**	**30**
Grand total	**74**	**57**	**—**	**—**	**6[a]**	**5[b]**	**80**	**62**

[a] Posts in support of extrabudgetary administrative structures: one P-4 and one General Service (Other level); posts financed from technical cooperation reimbursement resources: one P-3; posts financed from the support account for peacekeeping operations: two P-4 and one General Service (Other level).

[b] Posts financed from technical cooperation reimbursement resources: one P-3; posts financed from the support account for peacekeeping operations: two P-4 and one General Service (Other level) and one additional P-4.

27C.46 During the restructuring of the Office of Human Resources Management in 1996, the Specialist Services Division was redesigned to consist of the Office of the Director, the Common System and Specialist Services and the Staff Development Services, including the Administrative Law Unit, the Staff Development and Training Service and the Examinations and Tests Section. The proposed activities and requirements to be implemented are presented under this subsection with the exception of provisions for specific training and staff development programmes, which are discussed in subsection 27C.B.4.

27C.47 The Office of the Director serves as an adviser to the Assistant Secretary-General for Human Resources Management and provides overall guidance and direction to all the units of the Specialist Services Division, whose main functions are to provide specialized advisory services and delivery of programme activities with respect to conditions of service of United Nations staff worldwide; compensation and classification policies, job classification appeals and organizational structural reviews; investigation, dispute resolution and litigation in connection with appeals and disciplinary cases; staff development and training; performance management, including implementation of the performance appraisal system; career support programmes for staff at all levels; national competitive and G to P examinations; and staff counselling and advisory services.

27C.48 Based on the experience gained following the reorganization of the Office of Human Resources Management in 1996, it is proposed to further rationalize the Division's structure. The functioning of the Common System and Specialist Services would be improved by separation into two sections: the Compensation and Classification Policy Section and the Common System and Inter-Agency Policy Section.

27C.49 The general objective of the Common System and Inter-Agency Policy Section is to coordinate with the other organizations of the common system the formulation of organizational policies and procedures regarding salaries, allowances, benefits and conditions of service of staff. The Section also acts as the link between the Office of Human Resources Management and such bodies as the International Civil Service Commission and the Consultative Committee on Administrative Questions. It will continue to review the methodologies for determining the best prevailing conditions of employment for locally recruited staff,

both at Headquarters and at non-Headquarters duty stations, and will take an active role in the Advisory Committee on Post Adjustment Questions and the tripartite working group for the classification of duty stations according to conditions of life and work, which have a direct impact on the remuneration package of internationally recruited staff.

27C.50 The Compensation and Classification Policy Section will review the methodologies dealing with the improvement of classification standards for posts in the Professional category and above and in the Field Service and General Service and related categories. In the area of organizational structure and job design, approved classification standards will be maintained for the Professional, Field Service and General Service and related categories, and existing classification structures will be reviewed with a view to ensuring that the job classification system remains an integral part of the overall management process. Classification appeals will continue to be handled by the Section. The functions related to the *Organization Manual* will be coordinated by the Service, through a streamlined process that places responsibility on programme managers for completing and keeping current their respective sections of the *Organization Manual*.

27C.51 The general objective of the Administrative Law Unit is to handle appeals and act as the representative of the Secretary-General in oral and written proceedings before the relevant bodies. Continued efforts will be made to improve the implementation of the internal system of justice, where possible, under the authority of the Secretary-General and within available resources.

27C.52 As reorganized in 1996, the Staff Development Services comprises all activities relating to examinations and tests and staff counselling support, as well as training, learning, performance management, career management and other staff development activities.

27C.53 The general objective of the Staff Development and Training Service is to provide staff with training and learning opportunities and career support, develop the Organization's substantive and managerial capacity and support performance management. The activities and budgetary requirements of the Staff Development and Training Service provided for under this subsection relate to the management of ongoing training, learning, career development and performance management activities, while funding for specific training and staff development programmes is provided for under subsection 27C.B.4.

27C.54 The general objective of the Examinations and Tests Section is the conduct of competitive examinations, including establishing assessment centres and conducting structured interviews for more senior posts, especially those requiring specialized skills in such sensitive areas as security, administration and telecommunications. The need to identify high-quality candidates, while taking into account the geographic distribution of staff and increasing the percentage of women in the Professional category and above, will also be fully borne in mind.

27C.55 In the area of staff counselling, efforts will be made to ensure that the increasing volume and complexity of employee assistance needs will be addressed. During periods of rapid change, the Staff Counsellor's Office can anticipate an increased workload with more stress and emotion-related cases. The Staff Counsellor continues to act as Secretary of the Visa Committee and handles visa-related cases for staff and dependants.

Activities

27C.56 During the biennium 1998-1999, the following activities will be undertaken:

1. Parliamentary services

(a) *Parliamentary documentation*. Annual reports to the General Assembly on issues related to the United Nations common system, compensation, classification, staff development and training, performance appraisal and management and career development;

(b) *Substantive services*. Servicing of the Fifth Committee of the General Assembly on matters related to the United Nations common system concerning conditions of service, salaries, pensions, allowances and other entitlements and classification, as well as staff development and training, performance appraisal and management and career development.

2. *Published material*

Promulgation of salary scales, administrative and information issuances and updates to the *Organization Manual*.

3. *Administrative support services*

(a) *Common System and Inter-Agency Policy Section*

(i) Formulation within the Organization and coordination with other organizations of the common system of policies and procedures regarding salaries, pensions, allowances and other entitlements:

a. Substantive participation in meetings of intergovernmental and inter-agency bodies, the Advisory Committee on Administrative and Budgetary Questions, the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions and the Consultative Committee on Administrative Questions as well as working groups of those bodies;

b. Preparation of reports and working papers for sessions of the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions and the Consultative Committee on Administrative Questions;

c. Approval and/or issuance of administrative instructions, information circulars and other instructions related to salaries, pensions, allowances and other entitlements;

d. Issuance and monitoring of the implementation of administrative instructions and guidelines, and deciding on exceptions thereto, relating to salaries, allowances and other entitlements;

e. Monitoring of the implementation of decisions of the International Civil Service Commission on compensation issues such as the mobility/hardship scheme and assignment measures for staff in the Professional category and above, the Field Service category and internationally recruited staff in the General Service category;

(ii) Conduct of salary surveys at a number of duty stations, and review, approval and issuance of salary scales resulting from the analysis of data collected in the course of salary surveys conducted in over 180 duty stations;

(iii) Establishment, review and updating of allowances and other entitlements related to peacekeeping, and participation in technical survey missions;

(iv) Provision of information for statements of programme budget implications on draft resolutions or decisions concerning salaries, allowances and other entitlements;

(v) Assistance in staff-management consultations on issues of salaries, allowances and other entitlements and benefits;

(b) *Compensation and Classification Policy Section*

(i) Maintenance of electronic database (current and historical) of all General Service and National Officer salary scales (containing more than 1,500 scales), automated processing and transmission of salary survey data to other United Nations agencies and field duty stations, and implementation of emoluments packages for all categories of staff on a timely basis;

(ii) Organizational structure and job design:

a. Review of current classification standards for the Professional, Field Service and General Service and related categories, to participate in the development of classification standards, to evaluate existing classification structures and to pursue actively the integration of the classification system within the overall management process;

b. Provide assistance to the service clusters in the implementation of the classification standards developed for posts in the Professional category and above and the Field Service and General Service categories;

c. Review of appeals filed with respect to the classification of posts in the Professional category and above and the Field Service and General Service and related categories at Headquarters and other established duty stations (approximately 300 appeals);

(iii) Development of job classification policies

Integration of job classification with management processes: preparation of administrative instructions, internal position papers or policy documents on classification matters, including the development and coordination of classification policies and procedures with processes relating to programme planning, organizational analysis, utilization of human resources and career development;

(iv) Studies and revisions to the *Organization Manual*

Set policy and provide guidance to departments and offices in ensuring that their organizational structure reflects operational needs, keeps within overall policy guidelines and reflects a rational organizational and work structure;

(c) *Administrative Law Unit*

(i) In the area of appeals: if cases are not resolved before they reach the appeal stage, replies on behalf of the Secretary-General will be filed in a timely fashion and information requested by the Joint Appeals Board will be researched and provided promptly in order to avoid costly procedural delays in the disposition of appeals. The Administrative Law Unit will represent the Secretary-General at oral hearings both at the preliminary stage and at the appeal stage. In the area of disciplinary matters: special attention will be paid to the preliminary stage in order to gather the elements necessary to determine whether disciplinary charges should be brought against a staff member. As appropriate, the Unit will prepare charges and represent the Secretary-General at oral hearings;

(ii) Represent the Secretary-General before the Joint Appeals Board when it considers requests for suspension of action on a contested decision;

(iii) Pursue settlement in all appropriate cases;

(iv) Prepare written statements on behalf of the Secretary-General in appeals filed with the Joint Appeals Board, conduct research and gather additional information that may be requested by the Board in the consideration of particular cases and participate in hearings scheduled by the Board;

(v) Investigate all disciplinary matters referred to the Office of Human Resources Management to determine whether disciplinary charges should be brought; direct and monitor preliminary investigations conducted in the field to ensure respect of due process requirements; when a staff member agrees to waive referral to a Joint Disciplinary Committee, recommend appropriate disciplinary measures and prepare the documents necessary to implement the decision; when charges are brought before a Joint Disciplinary Committee at Headquarters, prepare written and oral presentation of the case to that Committee; and when allegations of serious misconduct are brought, prepare recommendations for summary dismissal;

(vi) Prepare a computerized compendium of relevant jurisprudence and interpretations;

(d) *Staff Development and Training Service*

(i) Expand and reinforce the Organization's leadership and managerial capacity;

(ii) Support the institutionalization of performance-based management, as well as implementation of systems of accountability and responsibility, including the Performance Appraisal System;

(iii) Enable staff to take greater advantage of the Organization's investments in technology;

(iv) Ensure that the substantive skills of staff are kept up to date and build competencies needed by staff in order to assume higher levels of responsibility in a more decentralized environment and in new and evolving areas of the Organization's work;

(v) Increase competence in all areas of administration, particularly in human and financial resources management;

(vi) Increase career support mechanisms for staff at all levels, including systematic training opportunities and the gradual introduction of managed staff assignments to develop additional competencies and skills;

(vii) Increase the number of readily available staff prepared to take up assignments, at short notice, in complex humanitarian and political operations in the field;

(viii) Strengthen the Organization's capacity to take advantage of its diversity by promoting multilingualism and enhancing cultural and gender sensitivity;

(e) *Examinations and Tests Section*

(i) Administration of national competitive examinations at the P-2 and P-3 levels in some 20 to 30 countries per year in 10 occupational categories. The use of regional examinations will be expanded so that a greater number of unrepresented and under-represented Member States can participate in the examination process;

(ii) Administration of competitive examinations for promotion from the General Service and related categories to the Professional category in six occupational categories per year;

(iii) Administration of examinations at the entrance P-2 and P-3 levels for posts requiring special language competence;

(iv) Administration of tests at Headquarters for recruitment of General Service staff (clerical, typing, stenography, statistical and accounting) for an estimated 3,500 candidates annually;

(v) Preparation and administration of structured interviews in conjunction with oral examinations and the screening of candidates;

(vi) Conduct of structured interviews for designated senior posts in the Professional category and above (initially 10 per year);

(vii) Administration of the internship programme for approximately 250 interns per year;

(f) *Staff Counsellor's Office*

(i) Coordination of counselling for personal, financial, family, immigration, insurance, educational and legal matters, work-related difficulties, permission to work, advice on visas, substance abuse assistance, etc. (4,500 clients per year from the United Nations, UNICEF and UNDP);

(ii) Processing of Staff Benevolent Fund applications (about 400 annually); servicing of 80 meetings of the Staff Benevolent Fund Board;

(iii) Organization of regular pre-retirement programmes (for 350 participants annually); preparation and distribution of pre-retirement booklets (900 copies annually) Secretariat-wide;

(iv) Provision of counselling on education, summer camps and related financial assistance (about 350 consultations annually);

(v) Conduct of induction briefings for new staff (about 15 briefings annually);

(vi) Processing of requests for United Nations endorsement of visa applications by the Visa Committee (approximately 400 requests annually from the United Nations, UNDP and UNICEF) and provision of secretariat services for the Visa Committee (approximately 10 meetings annually);

(g) *Develop support services to address the special problems associated with downsizing and restructuring (stress management, job search support, special information desk, etc.)*

(h) *Contribute to the review and development of policies and procedures related to staff welfare and mental health.*

Resource requirements (at current rates)

Posts

27C.57 The proposed staffing table of the Specialist Services Division, comprising 57 regular budget posts, reflects a reduction of 17 posts as the net result of the abolition of four posts and the outward redeployment of 13 posts. The proposed abolition of four posts would consist of one P-4 and one General Service (Other level) post in the Examinations and Tests Section and one P-3 and one P-2 post in the Staff Development and Training Service. The functions of the P-4 post relating to support in the area of psychometrics would be met in the future through use of general temporary assistance resources during peak workload periods. The P-3 functions relating to orientation and other training programmes would be absorbed by other posts in the Staff Development and Training Service. The P-2 post currently carrying out assignments related to the IMIS project would no longer be required in the biennium 1998-1999 as a result of the completion of planned development work.

27C.58 The 13 net outward post redeployments consist of four P-3 (outwards), one P-2 (inwards), two General Service (Principal level) (outwards) and eight General Service (Other level) (outwards). In addition, the reclassification of an information technology training post from P-3 to P-4 is proposed in view of the increasingly complex information technology training programmes provided by the Organization.

27C.59 The resulting staffing would be distributed as follows:

(a) Office of the Director: 2 posts (one D-2 and one General Service (Other level));

(b) Common System and Specialist Services: 15 posts, as follows: one D-1 for supervision of the Services and one General Service; four posts (one P-5, one P-2 and two General Service (Other level) for the Common System and Inter-Agency Policy Section; five posts (one P-5, one P-3 and three General Service (Other level)) for the Compensation and Classification Policy Section; and four posts for the Administrative Law Unit (one P-5, one P-3 and two General Service (Other level));

(c) Staff Development and Training Service, including counselling: 27 posts (1 D-1, 2 P-5, 6 P-4/3, 5 P-2 and 13 General Service (two at the Principal level));

(d) Examinations and Tests Section: 13 posts (one P-5, one P-4, three P-3, one P-2 and seven General Service (one at the Principal level)).

Other staff costs

27C.60 Provision of $488,100, reflecting a decrease of $135,200, relates to general temporary assistance requirements in connection with the high volume of pending cases of the Administrative Law Unit and for peak workload periods of the units within the Division ($467,200), and overtime to cover needs with respect to peak workload periods ($20,900). The reduction reflects proposed reductions of $123,800 and $11,400 under general temporary assistance and overtime, respectively.

Consultants and experts

27C.61 A provision of $59,600, reflecting a decrease of $16,900, would cover the costs of consultants for the preparation of examination materials and for support to staff and career development activities and to carry out research and evaluation of all training programmes.

Travel

27C.62 A provision of $297,800, reflecting an increase of $64,300, is requested for travel related to competitive examinations, staff development and training and compensation surveys, job design and organizational review consultations in offices away from Headquarters and travel of staff to meetings of the Consultative Committee on Administrative Questions and other inter-agency coordination meetings.

Contractual services

27C.63 The provision of $240,900 in the biennium 1996-1997 for advertising and promotion is proposed for partial redeployment to the Operational Services Division ($122,900), while the balance would be surrendered in the biennium 1998-1999.

General operating expenses

27C.64 The estimated requirement of $107,500, reflecting a decrease of $86,900, would provide for the rental of rooms and space for competitive language examinations administered in centres throughout the world ($15,400), cover the rental of office equipment ($4,300) and maintenance of office automation equipment ($83,700), and would provide for the Staff Development and Training Service's share of the maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services such as e-mail and UNIX for IMIS ($4,100).

Hospitality

27C.65 Provision of $2,300, after a reduction of $1,000, would cover hospitality requirements.

Supplies and materials

27C.66 Total requirements of $59,800, including an increase of $24,500 which is directly related to the increase in training programmes, would cover supplies needed for the various training programmes.

Furniture and equipment

27C.67 A provision of $265,000, including a decrease of $41,800, relates to the acquisition of office automation and other equipment ($16,300) and training equipment ($115,000), and the replacement of office automation equipment ($133,700).

4. Training and staff development programmes

Table 27C.12 Summary by object of expenditure
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Contractual services	8 138.2	10 142.8	3 466.5	34.1	13 609.3	814.7	14 424.0
Total	**8 138.2**	**10 142.8**	**3 466.5**	**34.1**	**13 609.3**	**814.7**	**14 424.0**

(2) *Extrabudgetary resources*

1994-1995 expenditures	*1996-1997 estimates*	*Source of funds*	*1998-1999 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
—	—	Administrative structures	—
—	—	(ii) Extrabudgetary activities	—
		(b) Substantive activities	
18.9	24.0	French Language Trust Fund	28.2
		Trust Fund for Interest on the Contributions to the United	
363.1	—	Nations Special Account	—
—	—	(c) Operational projects	—
382.0	**24.0**	**Total**	**28.2**
8 520.2	**10 166.8**	**Total (1) and (2)**	**14 452.2**

27C.68 The strategy for the management of the human resources of the Organization (A/C.5/49/5), endorsed by the General Assembly at its forty-ninth session, stressed the importance of providing training and development opportunities for staff at all levels so that they might contribute to their maximum potential, and respond effectively to meet the rapidly evolving needs of the Organization. Other organizations in the United Nations family have long recognized that staff development represents an essential investment in their future organizational capacity, particularly at times when they are seeking to bring about major organizational change, and have consistently invested up to four times more resources in training and staff development than has the Secretariat. The proposed activities under this subsection are managed by the Staff Development and Training Service of the Specialist Services Division. The costs of posts, non-staff costs and related expenditures of the Service are discussed in subsection 27C.B.3 above.

Activities

27C.69 During the biennium 1998-1999, the following activities will be undertaken:

1. Management development

In order to build and sustain the leadership and managerial capacity of the Organization, as well as to contribute to the creation of a results-oriented culture of performance where all managers feel responsible, and are accountable, for making maximum use of the human resources entrusted to them, a comprehensive programme of human resources management skills development is under way. The objectives of the programme in 1998-1999 will be as follows:

(a) To institutionalize the People Management Training Programme, which provides basic management training for all senior and middle-level managers, and implement, on an ongoing

basis, management training for all staff as they enter middle-level and senior management positions;

(b) To provide follow-up programmes at all levels to reinforce people management concepts, as well as to engage managers across levels in common efforts to evolve the Organization's management culture;

(c) To develop and implement programmes in General Service effectiveness to complement the People Management Training Programme;

(d) To further develop materials on gender and cultural diversity to integrate into staff development programmes at all levels;

(e) To extend the collaborative negotiation skills programme to supervisory and managerial staff at offices away from Headquarters;

(f) To provide training in supervisory skills to staff at all duty stations in the junior Professional and senior General Service categories with supervisory responsibilities;

(g) To provide departments and offices with programmes to support programme management in such areas as team building, work planning and appraisal;

(h) To provide support to departments and offices in developing core competencies to be linked with other human resources management systems, including recruitment, career support, staff appraisal and staff development.

2. *Information technology*

The overall objective of the information technology training programme is to provide staff with the knowledge and skills to access and use the computer resources of the Organization as they apply to the delivery of their work programmes. In the biennium 1998-1999, the computer environment will be significantly changed from that of the present biennium owing to greatly increased access to Internet and Intranet resources, new standards in software, increase in the number of applications to be developed and implemented on the wide area network using the Internet and Intranet for information gathering and distribution and the corresponding increased need for system development and support staff as computer operations become more decentralized, and the increased use of technological solutions to work delivery problems. The information technology training programme for 1998-1999 would therefore aim at:

(a) Providing targeted end-user training that will increase access and use of Organization-wide applications, for example, word processing, cc:Mail, Internet and centralized databases;

(b) Providing skills and knowledge for the transition to new software standards;

(c) Providing departmental computer support staff with knowledge and skills in the design, development and implementation of network applications for decentralized work flows;

(d) Providing training for managers in the management of computer resources for improving work flows;

(e) Maintaining and upgrading resources for supporting more widespread and timely delivery of training, that is, video-conferencing, training over the Internet and local area networks, self-study centres and multimedia software.

3. *United Nations administration, including peacekeeping administration*

(a) The goal of the training programme in United Nations administration is to increase competence in all areas of administration, particularly in human and financial resources management for both regular and field operations, and to support increasing decentralization and delegation of authority. A four-module programme in this area, developed and piloted in 1996-1997, covers personnel, procurement, budget and finance, and support services, respectively. With increasing decentralization and delegation of authority, necessary modifications will be made to the programme on a continuing basis;

(b) Other activities relate to the creation of a cadre of qualified staff to serve in administrative positions at all levels in the field. The Training Programme in Peacekeeping Operation Administration responds to the demand for well-trained middle-level administrators, while a new Programme for Senior Administrators in Field Operations will develop middle- and senior-level staff who show potential as future Chief Administrative Officers and other senior administrators for field operations. These activities include a field-based component to give participants on-the-job experience at a mission site and are continually modified to respond to changing circumstances.

4. Substantive skills development and career support

(a) In the overall context of the Secretary-General's strategy for the management of the human resources of the Secretariat, the Organization has begun to put in place the components of a staff development and career support system with a view to building the Organization's present and future capacity and to meeting the development needs and career aspirations of individual staff members;

(b) The Secretariat-wide substantive skills development programme offers opportunities to staff to upgrade and update substantive skills in their current areas of work. It provides managers with a tool for ensuring that the specialized competence needed for carrying out the substantive work of their departments and for maintaining the flexibility to respond to changes in mandates, new responsibilities and developments in areas of specialization are developed and maintained. At the same time it provides staff with opportunities for professional growth. The programme operates in a decentralized manner through annual training plans formulated by departments on the basis of their priority needs and incorporating individual training requirements identified during performance management discussions. Plans are reviewed to ensure the most cost-effective allocation of funds;

(c) The sabbatical studies programme provides a small number of staff each year with the opportunity to carry out research at academic institutions for up to four months in areas that benefit the staff member and the Organization. The period of study has been reduced in order to provide opportunities for more staff to participate;

(d) Further initiatives to be undertaken to strengthen the Organization's career support efforts in 1998-1999 will include:

i. Developing enhanced orientation programmes for all entry-level staff to build a basic foundation of the knowledge, skills and global service perspective required for a career in the international civil service;

ii. Workshops to enhance the ability of supervisors and managers to support the career development of their staff and to develop the ability of staff members to manage their own careers.

5. Language and communications

(a) In accordance with General Assembly resolutions 2480 B (XXIII) of 21 December 1968, 43/D of 21 December 1988 and 50/11 of 2 November 1995, the Organization provides language training in the six official languages. Language programmes are continually being adapted to meet organizational requirements and emphasis is placed on conversation and other special language courses to maintain linguistic skills and develop staff members' abilities to use the languages for job-related purposes;

(b) Communications skills development is essential for improved performance and is a key to the effective functioning of the new Performance Appraisal System. Training will be provided in such oral communications skills as listening, group feedback and negotiation. Drafting skills training courses are offered in the working languages to ensure a consistent drafting standard for all reports and correspondence. Presentation skills courses assist staff members in making public presentations with appropriate use of visual aids, including video and multimedia;

(c) A self-study centre at Headquarters, which was created through the conversion of the existing language laboratory, provides staff with the opportunity to develop their linguistic skills in their own time through use of audio, video and multimedia.

6. *General Service and related categories training*

Staff in the General Service and related categories are eligible to participate in most of the centrally organized training activities, including orientation programmes, language and communications courses, information technology training, mission readiness, and administration, as well as programmes to upgrade substantive skills and, if qualified, in the sabbatical programme. Special programmes directed specifically to staff in these categories to enable them to acquire or improve technical and managerial skills include programmes in supervisory skills, General Service effectiveness and collaborative negotiation skills.

7. *Management and advisory role of the Training and Staff Development Service*

In order to provide guidance in all aspects of planning, administration and delivery of training and staff development programmes, and taking into account the current trends towards decentralization and delegation of authority, the role of the Service has expanded to include providing advisory and technical support related to staff training and development to departments and offices at all other duty stations, assessing training needs, supporting and monitoring the quality and equalization of training opportunities throughout the Secretariat and establishing training policies.

Resource requirements (at current rates)

Contractual services

27C.70 The total estimated resources ($13,609,300) requested to carry out training and staff development activities in the biennium 1998-1999, at a critical time in the life of the United Nations, during which the Secretary-General considers investment in the Organization's major resource, its people, as crucial to the success of organizational reform, include an increase of $3,466,500. The resources would cover the following:

(a) *Management development*

A provision of $4,002,500, including an increase of $441,400, would be required to implement training programmes in the areas of leadership and training, including people management training for middle- and senior-level managers; Secretariat-wide follow-up to managerial development programmes (development of materials on gender and cultural sensitivity to be integrated into existing programmes); implementation of collaborative negotiation and conflict-resolution programmes Secretariat-wide; training of local trainers at offices away from Headquarters to implement General Service effectiveness training and supervisory skills training Secretariat-wide; design and delivery of specific targeted programmes to support departments and offices in implementing performance management; and further development and integration of organizational core competencies.

(b) *Information technology*

Information technology programmes at all duty stations are estimated at $2,907,800, including an increase of $1,345,500. These programmes will implement training in support of new software implementation and building of technological infrastructure to make training more accessible to staff Secretariat-wide; provide end-user training in support of the United Nations database, spreadsheet and word-processing software, the transition to new software standards and the use of network resources, such as e-mail and the Internet; cover training targeted at computer support specialists and strengthen managers' skills in the use of information technology in decision-making; enhance distance learning, including maintaining and upgrading resources for supporting practical learning such as video-conferencing, satellite delivery training over the Internet and local area networks, self-study capacity and multimedia software.

(c) *United Nations administration, including peacekeeping administration*

Training programmes in United Nations administration include the areas of personnel, procurement, budget and finance, support services and peacekeeping operation administration. A new programme for senior administrators in field operations has been added. Requirements for such training are

estimated at $1,368,700, including an increase of $486,400, redeployed in part from the United Nations Office at Vienna ($15,700) and would cover the costs of trainers/consultants for programme development, modification and delivery; training of trainers and developing on-line and distance-learning versions of programmes; support for decentralization, delegation of authority and process simplification; participant material costs; and specialized training of staff of the Office of Internal Oversight Services in management audit, EDP audit and various seminars ($50,000).

(d) *Substantive skills development and career support*

A provision of $2,707,200, including an increase of $1,240,100, would allow the participation of Professional staff in training programmes geared to maintaining and upgrading their professional skills in all areas. This programme will include upgrading of substantive skills and enhanced orientation programmes, the development of systems of career support, and the cost of sabbatical leave for approximately 20 staff per biennium to conduct specialized studies and research projects in academic institutions for a period of three to four months.

(e) *Language and communications*

(i) Full-time language teachers. The resources required ($2,166,500), after a reduction of $11,900, would cover the salaries of 20 full-time language teachers at Headquarters;

(ii) Part-time language teachers. The resources requested ($356,600), including a decrease of $35,000, relate to the remuneration of part-time language teachers at Headquarters;

(iii) The cost of four language proficiency examinations during the biennium, including examination construction, external printing and correction ($100,000).

5. Medical services

Table 27C.13 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Posts	3 103.5	3 204.2	(978.1)	(30.5)	2 226.1	139.1	2 365.2
Other staff costs	98.2	159.9	(28.6)	(17.8)	131.3	7.8	139.1
Travel	7.6	12.5	(1.6)	(12.8)	10.9	0.7	11.6
General operating expenses	28.2	30.8	(13.8)	(44.8)	17.0	1.1	18.1
Supplies and materials	170.4	262.0	(2.1)	(0.8)	259.9	15.4	275.3
Furniture and equipment	35.4	49.8	(14.1)	(28.3)	35.7	2.3	38.0
Total	**3 443.3**	**3 719.2**	**(1 038.3)**	**(27.9)**	**2 680.9**	**166.4**	**2 847.3**

(2) *Extrabudgetary resources*

1994-1995 expenditures	1996-1997 estimates	Source of funds	1998-1999 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
1 631.7	1 254.0	Administrative structures	1 446.7
		(ii) Extrabudgetary activities	
887.3	672.7	Peacekeeping operations	781.2
		(b) Substantive activities	
		Trust Fund for Staff Health	
4.0	14.3	Promotion	16.9
—	—	(c) Operational projects	—
2523.0	**1 941.0**	**Total**	**2 244.8**
5 966.3	**5 660.2**	**Total (1) and (2)**	**5 092.1**

Table 27C.14 Post requirements

Organizational unit: Medical Services Division

Established posts		Temporary posts					
Regular budget		Regular budget		Extrabudgetary resources		Total	
1996-1997	1998-1999	1996-1997	1998-1999	1996-1997	1998-1999	1996-1997	1998-1999
Professional category and above							
D-2	1	1	—	—	—	—	1	1
D-1	1	1	—	—	—	—	1	1
P-5	—	1	—	—	2	2	2	3
P-4/3	4	1	—	—	1	1	5	2
Total	**6**	**4**	**—**	**—**	**3**	**3**	**9**	**7**
General Service category								
Principal level	2	2	—	—	3	3	5	5
Other level	14	8	—	—	8	8	22	16
Total	**16**	**10**	**—**	**—**	**11**	**11**	**27**	**21**
Grand total	**22**	**14**	**—**	**—**	**14[a]**	**14[b]**	**36**	**28**

[a] Posts in support of extrabudgetary administrative structures: one P-5 and nine General Service (three Principal and six Other level); posts financed from support account for peacekeeping activities: one P-5, one P-4 and two General Service (Other level).

[b] All extrabudgetary posts are the same as in 1996-1997.

27C.71 The Medical Services Division is responsible for the health, medical care and welfare of all staff members of the United Nations worldwide, including peacekeeping missions, UNDP/UNFPA and UNICEF. In addition, the Division plays a lead role in system-wide coordination of medical policies and implementation of staff benefit programmes (e.g., pension fund and medical insurance programmes).

27C.72 The main objective of the Division is to ensure that all staff members are fit to carry out their duties to achieve the goals of their respective organizations. This objective is achieved through establishing medical standards for recruitment; providing clinical and health promotion services to New York-based staff of all United Nations programmes and agencies; and assuring worldwide staff access to adequate medical care in the most cost-effective manner.

27C.73 Medical standards and policies will be continuously reviewed in the light of a changing medical environment as well as the changing needs of the organizations. These standards will be used as guidelines for the medical services of the entire United Nations system and the military medical units of peacekeeping operations and of troop-contributing countries.

27C.74 The United Nations Secretariat, through the Office of the Medical Director, plays a coordinating role among the agencies and organizations of the United Nations common system in resolving health and medical issues of common concern, most of which arise in various field duty stations, and in administering certain staff benefit programmes under appendix D of the Staff Rules and disability benefits under article 33 of the Regulations and Rules of the United Nations Joint Staff Pension Fund.

27C.75 The results to be accomplished include uniform system-wide medical policies; improved overall staff health and productivity; low numbers of medical disability, service-incurred injuries and illnesses; protection of staff benefit programmes; and client satisfaction. With regard to field staff, field visits will continue to be made to ensure that staff members and their dependants have access to adequate medical care. This will be accomplished by assessing all available medical facilities, establishing new and/or strengthening existing United Nations dispensaries in hardship duty stations, streamlining medical evacuation procedures and resolving many medico-administrative issues.

27C.76 Priority will also be given to organizing and implementing health promotion programmes regularly. Every effort will be made to promote the better utilization of available health educational materials.

27C.77 The functions and posts related to the Staff Counsellor's Office and the Secretariat News, Staff Activities and Housing Unit and the Board of Trustees of the United Nations International School were transferred during 1996 from the Medical Services Division to the Specialist Services Division and the Office of the Assistant Secretary-General, respectively. That change was initiated to allow the Medical Services Division to concentrate on its medical-related functions.

Activities

27C.78 During the biennium 1998-1999, the following activities will be undertaken:

Administrative support services

Medical services

(a) Medical standards and policies will continue to be reviewed and used as guidelines for the medical services of the entire United Nations system, as well as for military medical units of peacekeeping operations and of troop-contributing countries. Medical care will continue to be provided at the medical services at the United Nations, UNDP and UNICEF, and equipment will be upgraded to keep abreast of changing medical technology. Technical support will be provided to 50 United Nations field dispensaries, all clinics of the regional commissions and military medical units at the peacekeeping missions to ensure adequate care to all United Nations personnel, dependants, military observers, civilian police and United Nations troops. Medical clearances for recruitment and reassignment will continue to be provided to reduce potential problems of medical evacuation, compensation claims and disability benefits;

(b) Staff health promotion programmes will be accomplished through health-enhancing programmes (ergonomics, smoking cessation, weight reduction, vision screening, pulmonary function tests, diabetes control), health education programmes (e.g., AIDS awareness) pre-mission medical briefings, updating of immunization, and screening for specific medical conditions and health risks. Occupational health risks and injuries will be minimized by advising staff and administration on ergonomics, investigating environmental complaints and following up on planned environmental surveys. Training of staff of the Division through external studies will continue, as funding permits;

(c) To respond efficiently to its ever-increasing demands, the Medical Services Division has been restructured into three clusters, which are responsible for the United Nations common system (cluster 1); peacekeeping operations (cluster 2); and UNDP/UNFPA and UNICEF (cluster 3). Other efficiency measures include partial decentralization of sick leave certification to executive offices and abolition of redundant mandatory medical clearances;

(d) The Medical Services Division intends to further develop the LAN-based electronic medical records system for United Nations staff and a database on sick leave records. In order to improve the level of communication with staff and personnel at different duty stations, e-mail is being used, and to efficiently obtain the most recent information on medical and health issues, A field information travel network has been created within the World Wide Web format on the Internet.

Services/activities of the Medical Services Division

(a) *Clinical services (for New York-based staff of the United Nations, UNDP, UNICEF and other agencies):*

(i) Full medical examinations;

(ii) Medical consultations by physicians, nurses and medical consultants;

(iii) Immunizations, injections and electrocardiograms;

(iv) Laboratory investigations, including lung function tests and pap smears;

(v) Radiological investigations and review of X-ray films of field exams;

(vi) Health promotion activities: ergonomics, work environment surveillance, vision screening, diabetes control and weight-reduction programmes;

(b) *Medico-administrative services (for worldwide staff of the United Nations, including peacekeeping operations, UNDP/UNFPA and UNICEF):*

(i) Review and classification of medical examination reports from examining physicians worldwide;

(ii) Providing medical clearance for recruitment, reassignment, peacekeeping assignment and mission travel;

(iii) Approval of medical evacuation of overseas staff and follow-up with hospitals and treating physicians, determination of the period for daily subsistence allowance payment and period of hospitalization (for field staff only);

(iv) Certification of sick leave cases beyond decentralized authority;

(v) Determination of system-wide disability benefit from the United Nations Joint Staff Pension Fund;

(vi) Review and advice on system-wide medical compensation cases from the Advisory Board on Compensation Claims and verification of related bills;

(vii) Review and advice on special dependency benefit and special education grant;

(c) *Field-related services (collectively for all field staff)*

(i) Establishment, assessment and ongoing technical support to over 50 United Nations dispensaries, including the appointment of dispensary physicians, nurses and laboratory technicians and the procurement of additional medical and laboratory supplies and equipment;

(ii) On-site assessment of local medical facilities in field duty stations and submission of recommendations;

(iii) Determination of health rating of duty stations worldwide, in conjunction with International Civil Service Commission classifications;

(iv) Appointment and review of United Nations examining physicians worldwide.

Resource requirements (at current rates)

Posts

27C.79 Regular budget post requirements, consisting of one D-2, one D-1, one P-5, one P-3 and 10 General Service posts (two at the Principal level), represent a decrease of eight posts in comparison with the 1996-1997 approved staffing table. The decrease is the result of the following: (a) abolition of one P-3 (Administrative Officer) and one General Service (Other level) post, the functions of which have been

absorbed within the Division; (b) outward redeployment of one P-4 and two General Service (one at the Principal level) posts associated with the Staff Counsellor's functions to the Specialist Services Division; (c) outward redeployment of two General Service (Other level) posts associated with the Staff Activities and Housing Unit to the Office of the Assistant Secretary-General; (d) outward redeployment of one General Service (Other level) post, which carries out functions associated with the Board of Trustees of the United Nations International School to the Office of the Assistant-Secretary-General; (e) reclassification of one post (Medical Doctor) from P-4 to P-5; the functions assigned to the post are that of Medical Officer and Chief of the cluster responsible for the United Nations common system; other functions associated with the post consist of completing the health rating of duty stations worldwide in conjunction with International Civil Service Commission classifications and representing the Medical Director in International Civil Service Commission meetings; and (f) upgrading of an Administrative Assistant post from the G-6 to the G-7 level, owing to the increase in scope, complexity and volume of duties and responsibilities as some of the functions formerly assigned to the P-3 post proposed for abolition would be assumed. The effect of the application of standardized vacancy rates also contributes to the decrease in resource requirements.

Other staff costs

27C.80 The requirement of $131,300, reflecting a decrease of $28,600, would provide for: (a) general temporary assistance for the replacement of nurses, secretarial and clerical staff during periods of extended sick leave and maternity leave ($33,200); (b) overtime for peak periods of work ($18,900); and (c) fees of specialists, including a radiologist, a psychiatrist and an ophthalmologist, as well as consultancy support for the development of an electronic medical services database for sick leave records ($79,200).

Travel

27C.81 Resources of $10,900, reflecting a decrease of $1,600, would be required for attendance at the annual meeting of Medical Directors, participation in the meetings of the Inter-Agency Advisory Group on HIV/AIDS and the Consultative Committee on Administrative Questions in Geneva and monitoring medical practices at the regional commissions.

General operating expenses

27C.82 A provision of $17,000, reflecting a decrease of $13,800, relates to the Division's share of the maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services such as e-mail and UNIX for IMIS ($3,800), and for the maintenance and repair of sophisticated automated medical equipment ($13,200).

Supplies and materials

27C.83 Total requirements of $259,900, reflecting a decrease of $2,100, would cover the cost of the acquisition of medical supplies, vaccines, medication, laboratory and X-ray supplies, nursing items, subscriptions, etc.

Furniture and equipment

27C.84 A provision of $35,700, reflecting a decrease of $14,100, relates to the purchase and replacement of medical equipment and computer hardware and software.